TRANSFORMATION TRENDS—26 AUGUST ISSUE

"Transformation is not a single thing to be trotted out and looked at and inspected. Simply put, transformation is change. It's change in the way we fight, in the way we train, in the way we exercise, but especially, it's a change in the way we think and how we approach our jobs. Changes in doctrine, in training, in organization, in the way we develop leaders, and most important, in the way all of the services work together."

Donald Rumsfeld, Secretary of Defense

Defense Trends:

Separate Force for Transformation—To accelerate transformation may require creating a separate force focused on the future, said Andrew Marshall, head of the Office of Net Assessment. "The best way to proceed is to take some small portion of the force and change it much more rapidly than people have been doing," Marshall told a conference on innovation and military culture sponsored by IDA. If the military confronts a new era characterized by continual change then inculcating that vision into the officer corps from the time they enter a service academy should be emphasized, Marshall said.

V-22/Comanche Dilemmas—The fact that the Army's Comanche helicopter and the Marine Corps MV-22 Osprey will represent aircraft designs 20-40 years old when they enter full production is "simply ludicrous," Art Cebrowski, director of the Office of Force Transformation, told the same IDA conference. It demonstrates why the requirements and budgeting system should be changed, Cebrowski said. Likewise, an alternative rotorcraft technology, now in development, is expected to emerge just when RAH-66 and MV-22 require billions of dollars for full production later this decade. That said, "it is a truism that there will be divestures to pay for transformation," Cebrowski said.

Project Albert Underway— The Marine Corps' Warfighting Lab is exploring how advanced data farming techniques can answer key questions about future military operations as part of a new effort called Project Albert. Recent advances in computer-processing power and new simulation models and tools allow for new insights into warfare issues. Areas now under assessment include command and control, breaching surf zone obstacles and military operations in urban terrain.

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Military/Commercial Computer Links—The military and the commercial computer industry must "continue to explore closer cooperation," Gen. Richard Myers, JCS chairman, said in a recent speech in San Francisco. Military and intelligence agency users seek greater understanding of the vulnerabilities in their networks and how to protect them, Myers said. Public-private partnerships must be extended and expanded, Myers said. In addition, the revamped U.S. Strategic Command will now develop " a global perspective as we've never had before" and be a critical cog in the war on terrorism.

Transformation and Defense Strategy—Transformation "is at the heart" of the Pentagon's new defense strategy, according to the department's *Annual Report to the President and the Congress.* "We must think and act in world that changes too rapidly for the archaic budgeting, acquisition, personnel and management systems in place today," according to the report. The department's 2003 budget "laid out signposts for transformation" that will occur over the next decade, where a portion of the total force will be transformed. "It will serve as a vanguard and signal the changes to come," according to the report.

Army Logistics Transformation—The Army intends to reduce its logistics structure by 50 percent as it transforms for the future, Gen. John Keane, Army vice chief of staff, told the IDA conference. "We need to reduce the amount of infrastructure and force structure that the Army is committing to its logistics," Keane said. It must eliminate the mindset of Desert Storm, where mountains of materiel were created. "We need to stop that," Keane said. A fist step in that process is the creation of a Tactical Logistics Internet, Keane said.

Transformation Means Resources to Navy—The Navy is embracing transformation to free-up resources the service can use to fund priority efforts to support the operating fleet, Adm. William Fallon, vice chief of naval operations, said at the IDA conference. Sea Enterprise is an internal Navy effort to change the service's business practices and "generate efficiencies and internally generate cash so we can re-capitalize our Navy," Fallon said. The Navy must stop doing some activities, change others and make tough program choices "or we are just not going to be able to support the operating forces," Fallon said. "We have to make something happen to free up resources."

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